

Photographs courtesy of the Minneapolis Park and Recreation Board and the City of Minneapolis unless otherwise



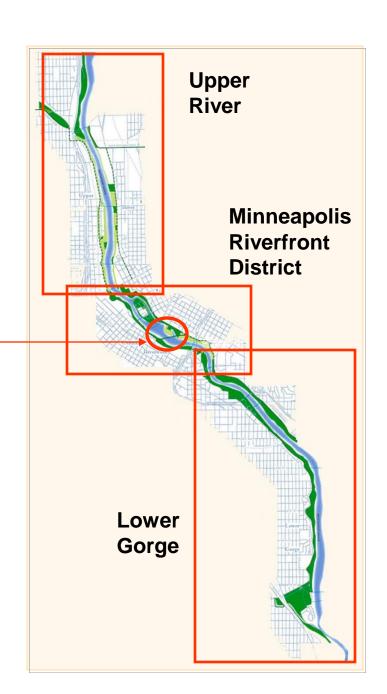
Creating and Sustaining a New Riverfront Nonprofit

- Deliberating and Creating
- Our Riverfront Results
- Major Initiatives of Our Partners
- What We Will Do in 2011
- Lessons Learned and In Progress

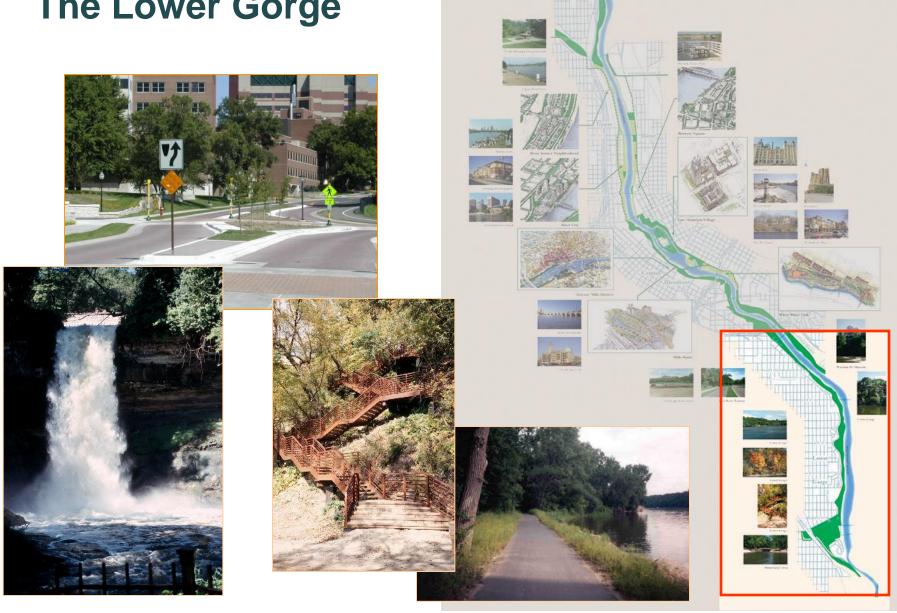
Minneapolis's Mississippi Built By the River's Only Natural Waterfall

11.5 river miles

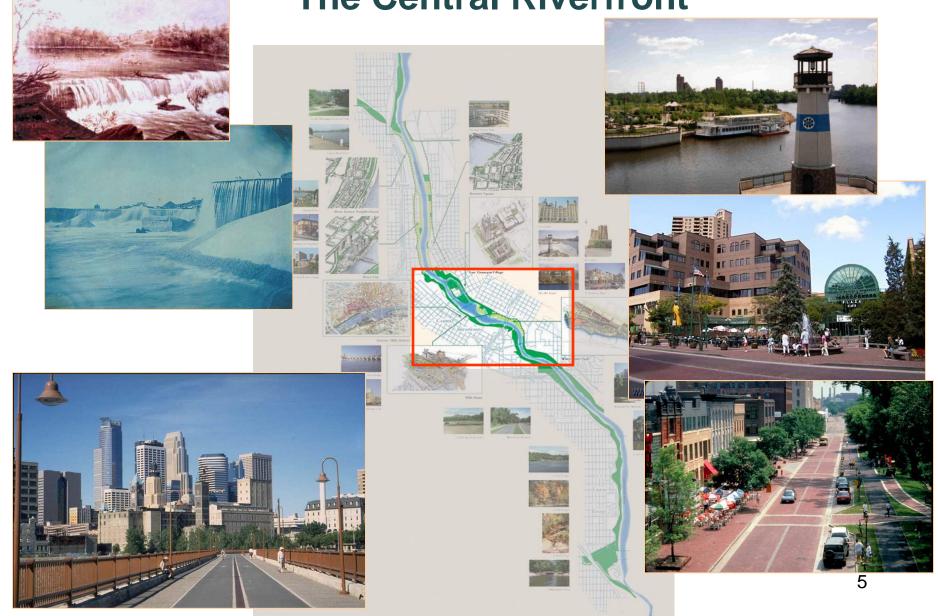
St. Anthony Falls



Minneapolis's Mississippi The Lower Gorge

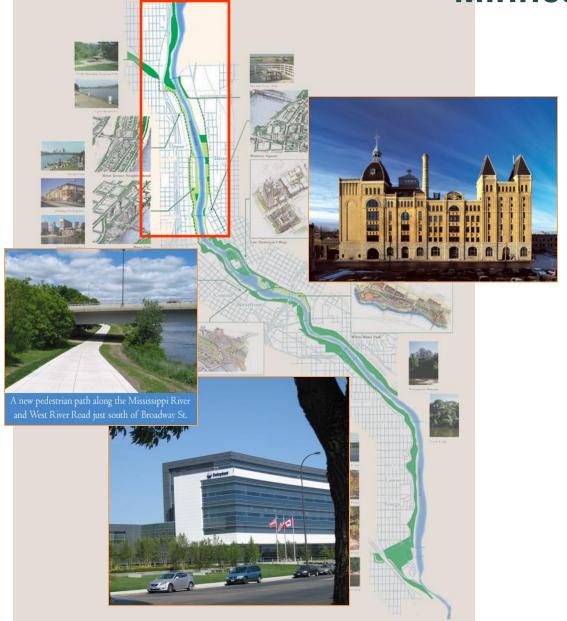


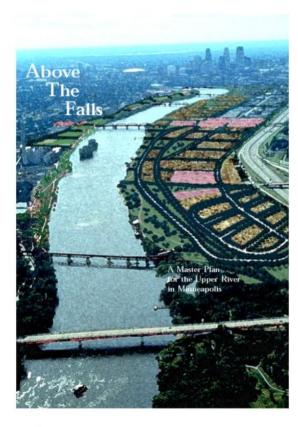
Minneapolis's Mississippi: The Central Riverfront



Minneapolis's Mississippi:

The Upper River





Prepared for:

Minneapolis Park and Recreation Board

Hennepin County

Minneapolis Planning Department Minneapolis Community Development Agency

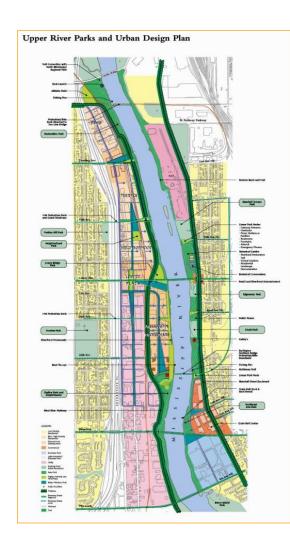
Funded in part by a grant from the State of Minnesota Legislative Commission on Minnesota Resources.





Above the Falls Master Plan – 2000

- "Establish an Upper River
 Development Corporation as a non-profit entity with the sole purpose of implementing the Upper River Master Plan."
- National Panel recommendation





Characteristics of Development Corp.:

- Champion for redevelopment
- Staff focused solely on implementing plan
- Ensure sustained focus during period required for implementation
- More development-oriented than a multi-agency management council
- Board independent of local government



Functions of Development Corp.:

- Negotiate agreements with developers
- Create forum for interagency coordination and discussion
- Coordinate public and private development activities
- Contract for design and maintenance of public improvements
- Fundraise.



Examples

- Charles Center Inner Harbor Management, Baltimore
- St. Paul Riverfront Development Corporation
- Riverfront Recapture, Hartford
- Sheboygan Development Corporation



Advantages

- Single purpose
- Is free from some constraints typical of public bodies.
- Enjoys privacy in negotiations, financial decisions.
- Is partially sheltered from political pressures.
- May be more successful securing private or charitable donations.
- May take on less profitable ventures than would a for-profit company.
- Can partner with public agencies



Disadvantages

- No bonding, taxing, or eminent domain authority.
- Less willing to subsidize risky ventures than a purely public body.
- May be somewhat less responsive to public opinion.



Five years later ...

Riverfront Organizational Study: 2005 - 2007

– Can Minneapolis enhance its organizational capacity to accelerate riverfront revitalization?

Task 1: Organizational Assessment 2005 - 06

- Review of other cities
- Need for an organization but what kind?
- Revitalization goals



Riverfront Study – 2005 – 07 (cont.)

Task 2: Assessment

Governmental Commitment

Willingness to Cooperate

Willingness to Change – 2006



Riverfront Organizational Study – 2005 - 07

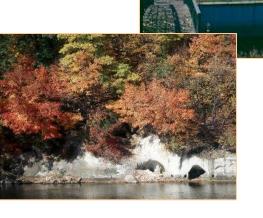
Task 3: Organizational Model; "Working Vision" - 2006 – 2007

- Riverfront Policy Oversight Task Force
- Senior Management Steering Task Force
- Blue Ribbon Task Force: 30 members
 - Success Criteria
 - Functions
 - Organization Model: Public/private entity
- Near-term coordinated work plan

"Working Vision"

Exceptional Parks and Trails

World-class
History and
Culture



Healthy Ecosystem

Vital, Livable Communities



Functions:

- Support coordination of revitalization
 - Work at regional level to achieve the vision
- Advocate and seek funding
- Enhance communication to wide number of audiences about importance of Mississippi and vision
- Help guide with design input, recommendations on proposals to achieve vision



Riverfront Organizational Study – 2005 - 07

Task 4: Stakeholder Input before 2008 Legislative Session

Recommended explicit authority from Minnesota State Legislature

Creating



- 2008 Minnesota Session Law:
 - "Facilitate and support coordinated revitalization of the Mississippi riverfront within the City of Minneapolis"
 - Board Representation by City, Park Board
 - Open Meeting Law, Data Practices Act, and specific representational requirements
- 2008 Resolutions by City Council and Minneapolis Park and Recreation Board

Creating



2008- 2010 Organizational Development

- Incorporation
- Board Recruitment
- Strategic Plan and Work Plan
- Bylaws, Financial Policies
- Communications
- Governance: Committees, Roles
- Fundraising

Creating



2010 – 2012 Work Plan

- Increase Access
- Champion Revitalization
- Build Capacity

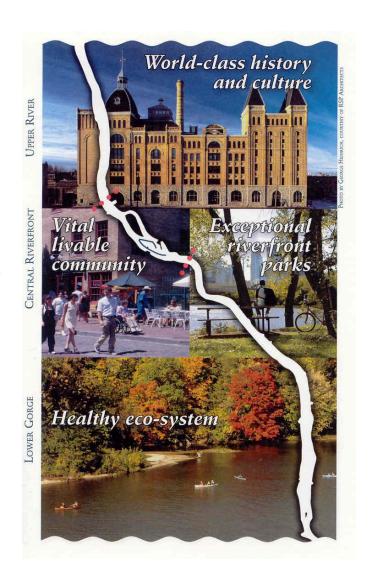


Creating and Sustaining a New Riverfront Nonprofit

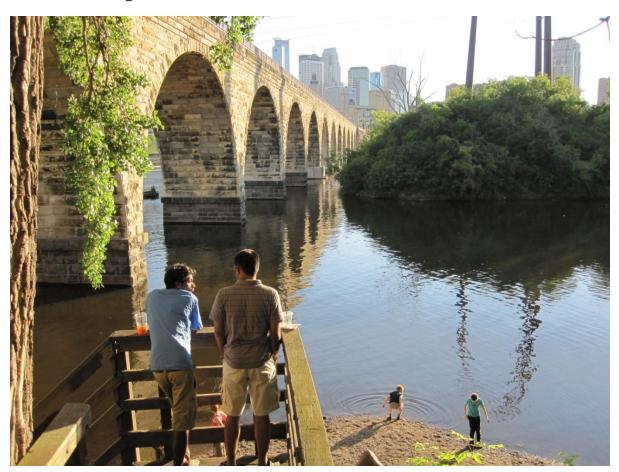
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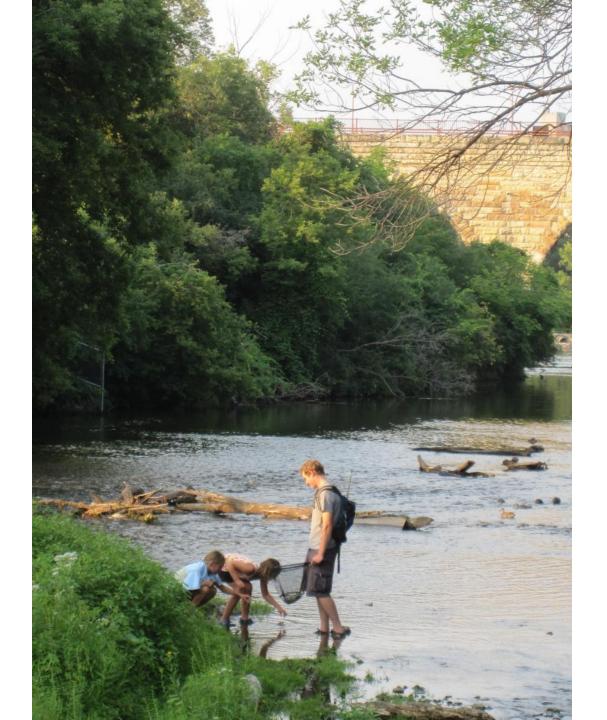


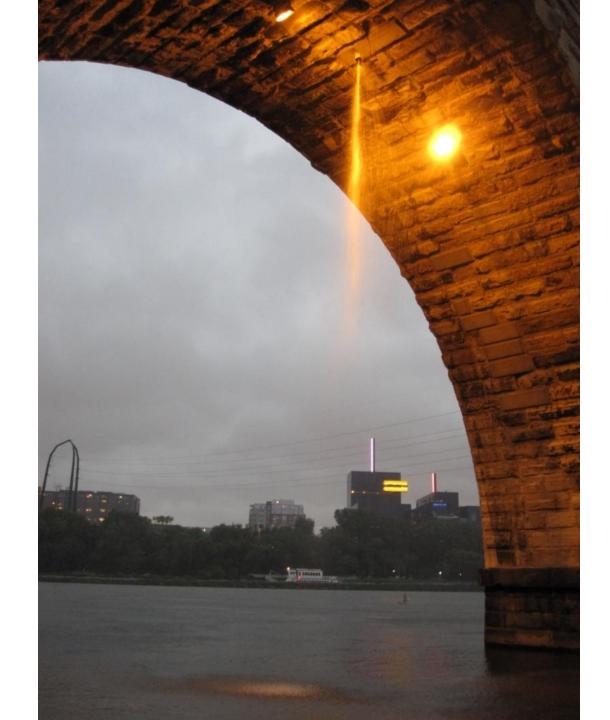
- Brought People to the River – and the River to People
- Championed Change
- Built Our Capacity



Brought People to the River



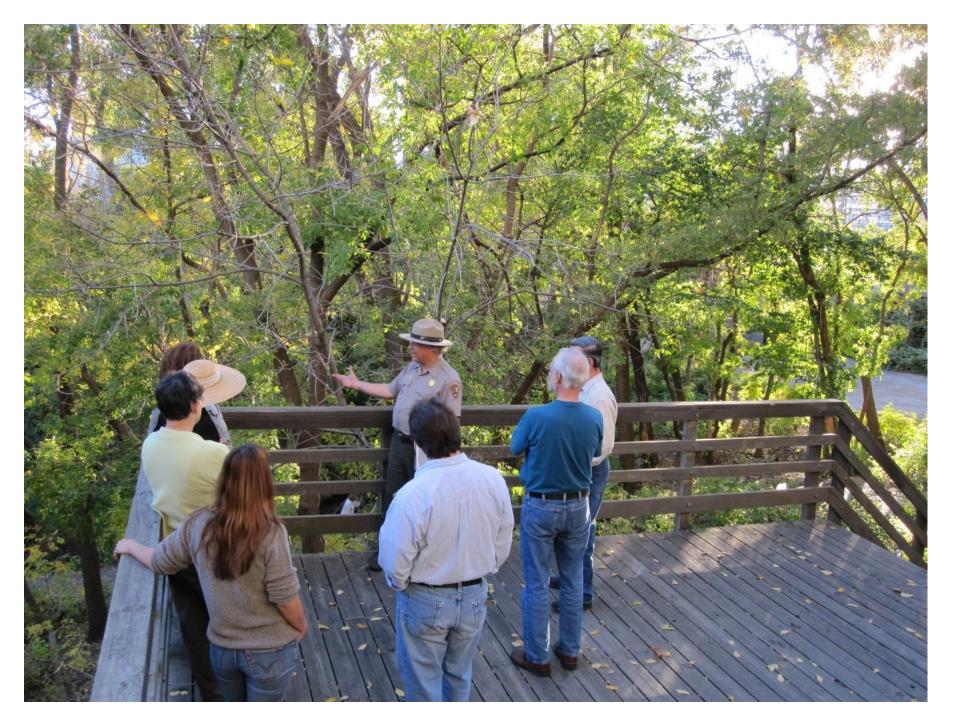












Brought People to the River

Restoring the Falls at the East channel







Brought People to the River

Second Annual Mississippi Minneapolis River Tour





Brought People to the River

Hosted board meetings at riverfront locations

North Mississippi

Xcel Energy

MPRB headquarters

Coloplast

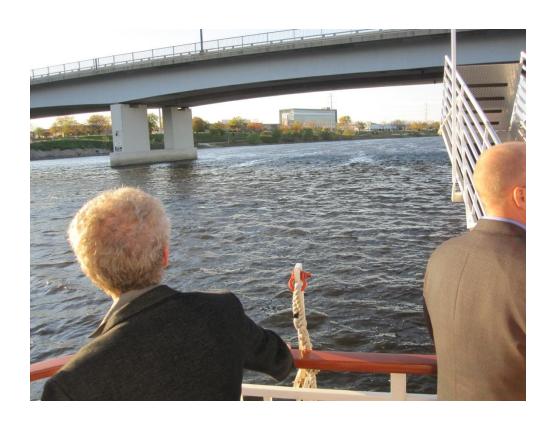
RSP Architects

Mill City Museum

Cuningham Architects

Soap Factory

University of Minnesota





Brought the River to People

Public presentations: 15

Individual meetings – Governance outreach: 35







Brought the River to People



Championed Change: West Bank Gateway

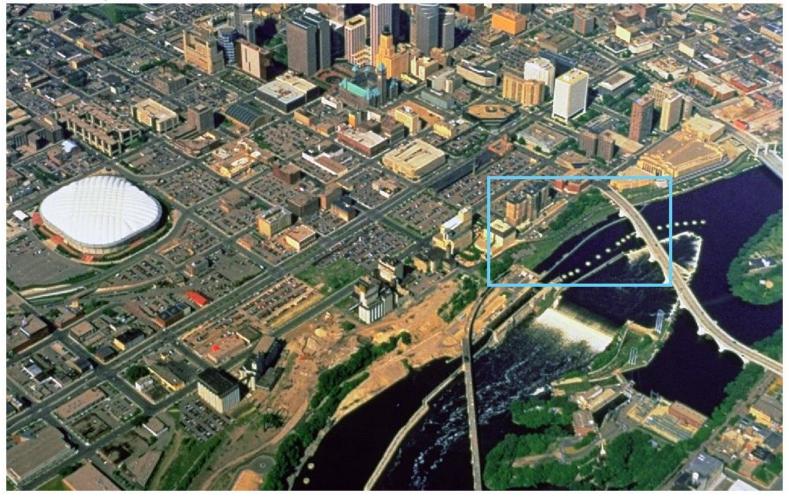






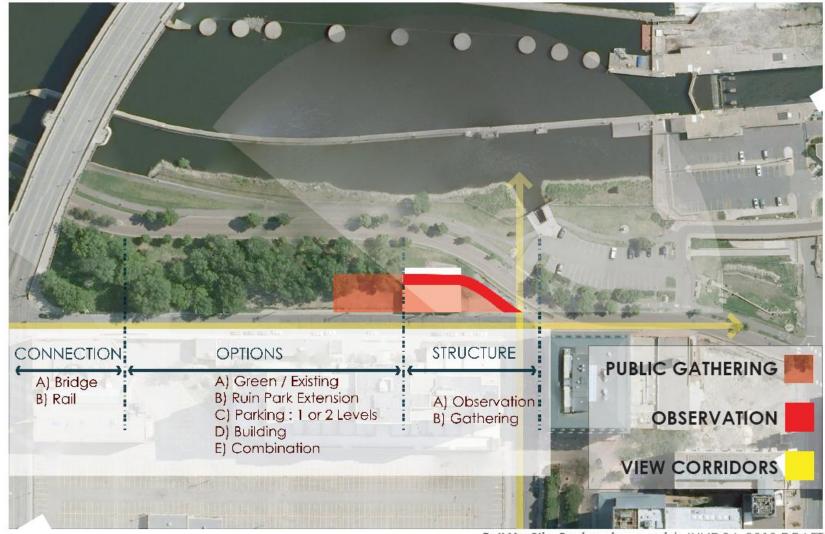


Mill District: Recent History: Aerial Photo: 1990's





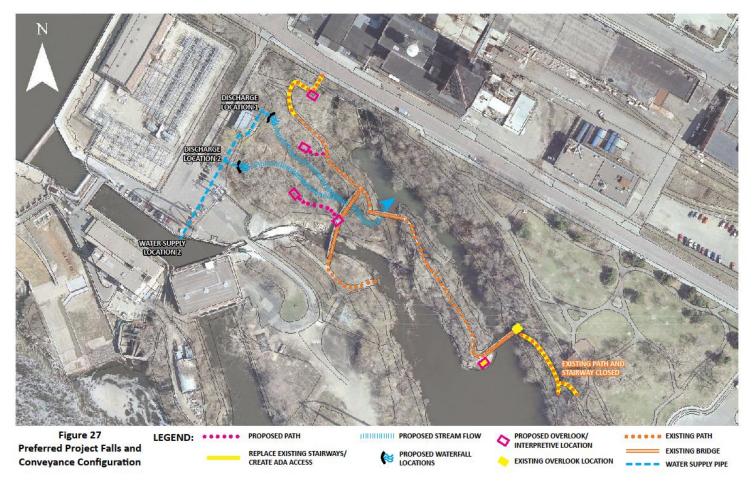
Mill District: Fuji Ya Site: CHARACTERISTIC # 6: LINEAL; ZONES





Fuji Ya Site Redevelopment | JUNE 24, 2010 DRAFT

Championed Change: East Bank Gateway





Press Tours
with
National Park
Service

Championed Change



PARKS AND TRAILS

Minneapolis Park and Recreation Board (MPRB)
Minneapolis Public Works

Metropolitan Parks and Open Space Commission

Trust for Public Land Transit for Livable Communities Parks and Trails Council of Minnesota Mississippi River Trail

FUNDERS

PRIVATE

Mississippi River Fund Minneapolis Parks Foundation Foundations Corporations Individuals

HISTORY AND CULTURE

Heritage Preservation Commission St. Anthony Falls Heritage Board Minnesota Historical Society State Historic Preservation Office Minnesota Arts Board

Preservation Alliance of Minnesota Preserve Minneapolis

HEALTHY ECOSYSTEM

Mississippi Watershed Management Organization Department of Natural Resources Board of Soil and Water Resources Pollution Control Agency

Friends of the Mississippi River
Gorge Stewards
Great River Greening
Audubon Minnesota
Sierra Club
Clean Water Action
Minnesota Center for
Environmental Advocacy
Minnesota Waters

EXCEPTIONAL RIVERFRONT PARKS AND TRAILS

PUBLIC

WORLD-CLASS HISTORY AND CULTURE

HEALTHY ECOSYSTEM Minneapolis Riverfront Partnership

VITAL, LIVABLE COMMUNITY

PUBLIC AGENCIES

City of Minneapolis MPRB

Mississippi Watershed M.O.

Hennepin County

Metropolitan Council

University of Minnesota

State: DNR, PCA, BWSR,

DEED

Federal: NPS, Army Corps of Engineers, Federal Energy Regulatory Commission

PRIVATE FOR PROFIT

River-dependent

Industries

Commercial - Boating / cruising

Non-river dependent

Industries

Commercial

Retail

Finance

LIVABLE COMMUNITIES

Minneapolis Community Planning +
Economic Development (CPED)
Minneapolis Public Works
Minneapolis Planning Commission
Minneapolis Neighborhood and
Community Relations

Private housing developers Nonprofit housing developers

Neighborhood organizations
Above the Falls Citizen Advisory C.
Neighborhood and Community
Engagement Commission
Greater Minneapolis Convention
and Visitors Association

12/26/10

Championed Change Public-Private Land Acquisition Team

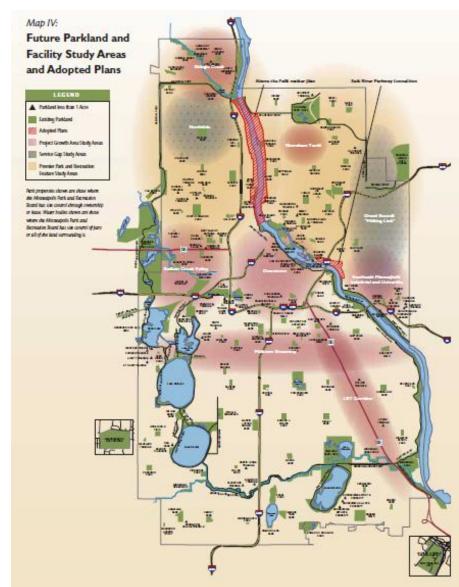












Championed Change Collaborated on Design Competition







A competition sponsored by The Minneapolis Plank and Recreation Board and The Minneapolis Planks Foundation, with creative partners The University of Minnesota College of Design and Walker Art Center

Minneapolis Riverfront Design Competition **Design Advisory Group Invitees**

John Erwin, President, MPRB Commissioners Anita Tahh MPRR Commissioner Liz Wielinski, MPRB Commissioner Jon Olson, MPRB Commissioner Mayor RT Rybak

Steven Bosacker, City Coordinator Mike Christenson, CPED

City Council Member Barb Johnson City Council Member Diane Hofstede City Council Member Kevin Reich City Council Member Don Samuels City Council Member Lisa Goodman Mark Stenglein, Hennepin County Commiss

Peter McLaughlin, Hennepin County Commissioner State Legislator Linda Higgins State Legislator Phyllis Kahn

State Legislator Diane Loeffler State Legislator Bobby Jo Champion Paul Labovitz, National Parks Service Doug Snyder, MWMO Tom Fisher, University of Minnesota College of Design

Private Sector Representation: Cecily Hines, President, Minneapolis Parks Foundation Binly Wood, Chair, Minneapolis Parks Foundation Paul Reyelts, Treasurer, Minneapolis Parks Foundation, Architect Dan Avchen, V. Chair Board, Minneapolis Parks Foundation, Architect

Linda Mack Architect and V Chair Minneapolis Riverfront Corporation
Russ Nelson, Real Estate attorney, Bd. Member, Trust for Public Land Judy Dayton, Community leader, MPF Advisory Board

Stewart Crosby, Landscape Architect; Bd. Chair, Friends of the Mississippi River Olga Viso, Walker Art Center Andrew Blauvelt, Walker Art Center

Dean Phillips, CEO Phillips Distilling, MPF Advisory Board Sam Grabarski, Downtown Council Jay Cowles, Community Leader, Itasca Group Rich Varda, Target Sarah Harris, Executive Director, Downtown Improvement District Nina Archabal, Minnesota Historical Society (ret) David Wilson, Accenture, Mng. Partner, TPL Bd., Guthrie Bd. Charlie Zelle, CEO Jefferson Bus Lines, Itasca Group Tom Pohlad, TPL Board Bill McGuire, creator/founder of Gold Medal Park Jacques Brunswick, Guthrie Theater Kaywin Feldman, Minneapolis Institute of Arts Marina Muñoz Lyon, Pohlad Family Foundation Sandy Vargas, Minneapolis Foundation Lee Sheehy, McKnight Foundation Reatha Clark King, Community Leader Father Michael O'Connell, Ascension Church and School, MPF Advisory Board DeAnna Cummings, Juxtaposition Arts Michelle Snider, MN Rec and Park Assoc Cordelia Pierson, MRC Susan Schmidt, TPL Jim Pohlad Paul Adelman, Xoel John Cowles Al Swintek, Centerpoint Lynn Casey, Padilla Speer Beardsley Wendy Holmes, MPF Board and Artspace Tom Meyer, MS & R Ralph Strangis, KSK Judith Martin University of Minnesota Penny Winton
Pat Nunnally, The RiverLife Partnership Jody Dell. Coloplast Ted Tucker, Planning Commission
Edna Brazaitis, Minneapolis Riverfront Corporatio





Chad Larsen, HPC Whitney Clark, Friends of the Mississippi

Craig Wilson, Sustology



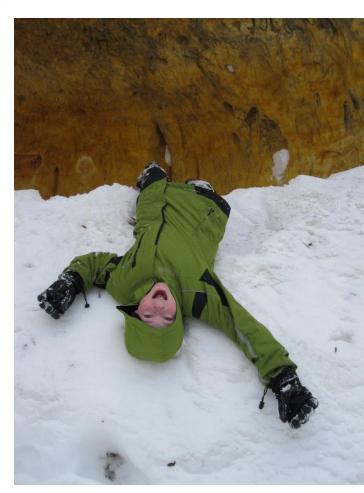
Brought People to the River and

Championed Change:

Individual and small group meetings

Coordination - 93

Access - 70



Built Our Capacity





Built Our Capacity: 70 meetings



Built Our Capacity

Branding
New Name

MINNEAPOLIS RIVERFRONT PARTNERSHIP — Branding — Round 2 — Option 4





A Great River For A Great City





Built Our Capacity Outreach at Others' Events



Built Our Capacity: Raised Funding

2010: \$127,427 -> \$154,148 with in-kind

Public Agencies: 3

Foundations: 6

Corporations: 10

Individuals: 67





Built Our Capacity: Raised Funding in 2010 Secured \$120,000 for 2011

City of Minneapolis \$50,000

McKnight Foundation \$50,000

Minneapolis Park and Recreation Board \$20,000





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MPRB: Upper River Land Protection

Scherer Brothers Lumber 2220 Marshall Street



Scherer Brothers Lumber site



MPRB and Minneapolis Parks Foundation: Riverfront Design Competition

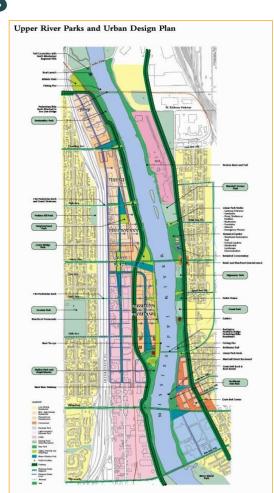
Commitment of MPRB resources to riverfront vision

Partnership with private sector

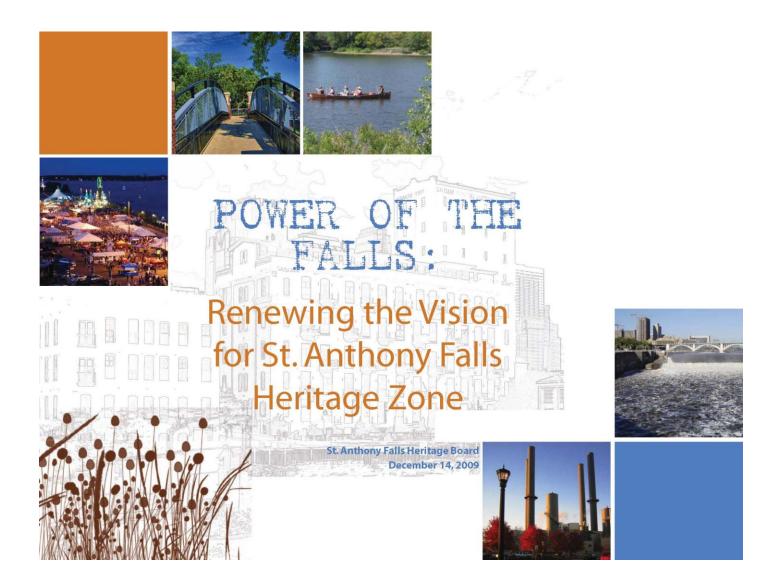
MPRB Superintendent Jayne Miller

City of Minneapolis Land Use Study:

Above the Falls
Policy Review
and
Implementation
Study







Downtown 2025

"Develop Mississippi Riverfront into World Class Destination"





"Create an Iconic Downtown Gateway Park"



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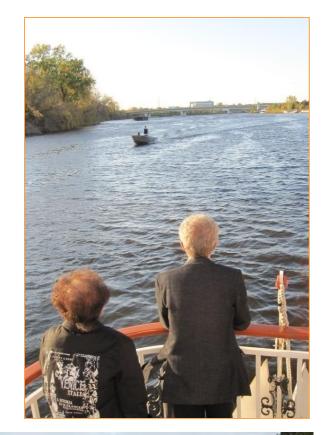
Bring People to the River

Upper River Destinations Map

Walks and Tours

Upper River

Central River



Business Reception at RSP

River Tour



Bring the River to People

River Forums

Upper River – Monthly

Central River – Quarterly

Presentations and Meetings

Upper River Stakeholders



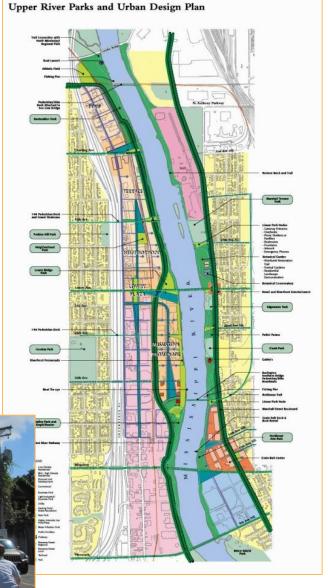
Champion Change

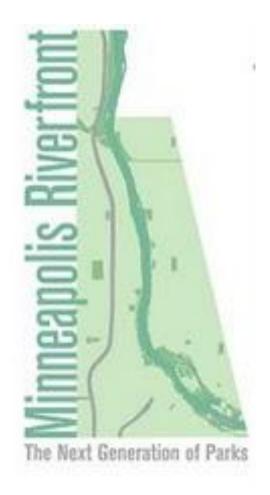
Green Fingers to the River

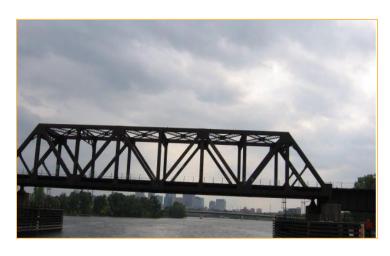
26th Avenue North

Northeast: Marshall?



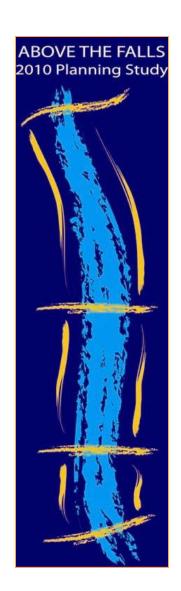






Champion Change:

Riverfront TAC



What We Will Do in 2011 Champion Change: Land Protection Team



Champion Change: River Access Funding





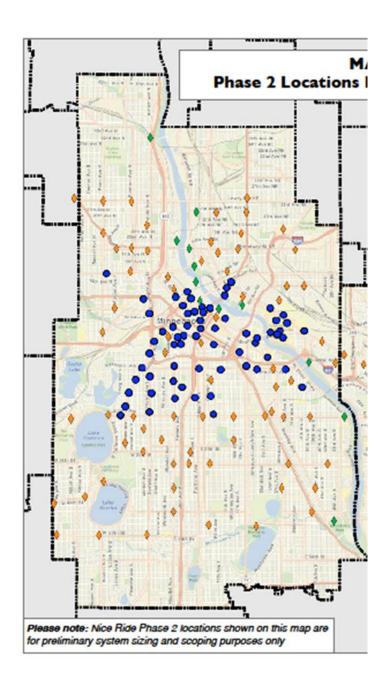








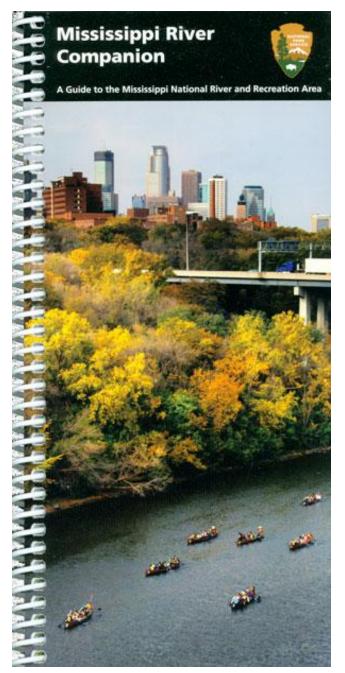


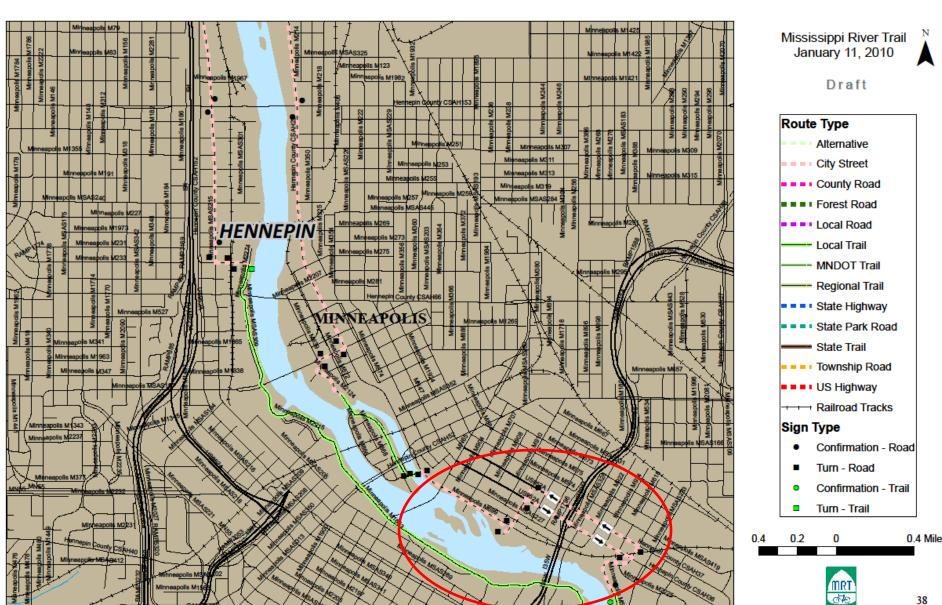












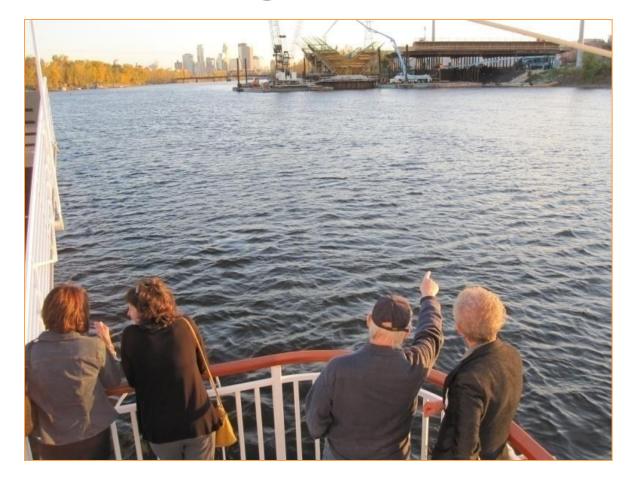
0.4 Miles





Gateways: East and West Bank
East Bank Connections – University to Main

Champion Change



Establish Benchmarks
Report on the State of the River



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- Changed Context:
 - Economic Private and Public Funding
 - Development
 - Political and Staff Leadership
 - Philanthropic Focus
- Changed Scope:
 - Geographic Scope: ALL Riverfront



- Tension: Independence and Institutional Commitment
 - Building Trust
 - Continuing Commitment to Coordination
 - Clarifying Roles ongoing



- Capacity Building:
 - Dedicated Staff Essential
 - Public Staff commitment of time

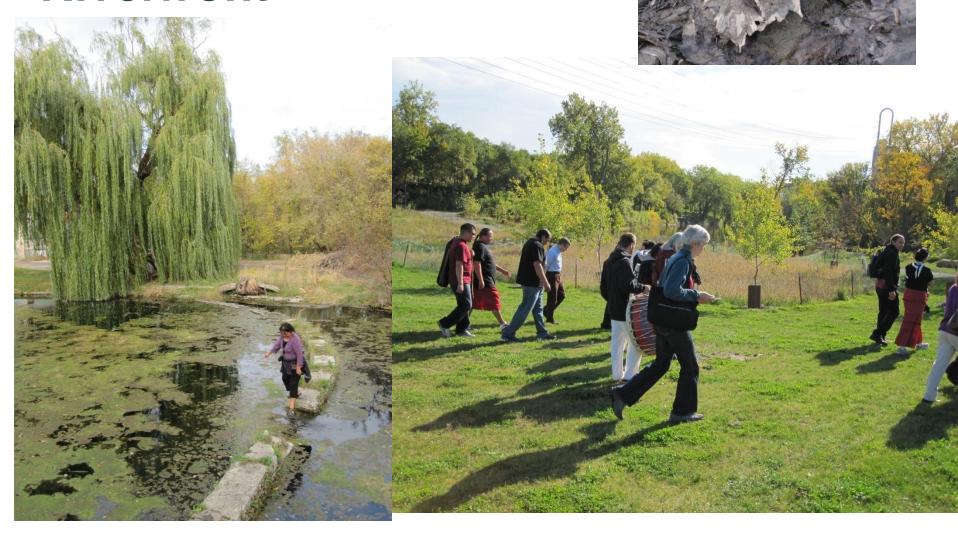


- Controversial Policy Choices:
 - Design Review
 - Policy Positions on Partner Agency Policies
 - Role: Convene Issue Forums



- Proving Value While Building Capacity
 - Start-up small business
 - Public agency support: continuing or startup period only?

Better Results on the Riverfront





Voices:

"I have lived here for 20 years, and no one has come to us before to talk about the riverfront and listen to us."



 Building on Passion and Work of Generations

- Take Risks
- Be Willing to Change
- Seek Opportunities





Prepared by

Cordelia Pierson, Executive Director

Linda Mack, Vice Chair

Special thanks for initial riverfront presentations:

Ann Calvert, City of Minneapolis

Rachel Ramadhyani, Minneapolis Park and Recreation Board